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Testimony before the Subcommittee on Commerce, Trade, and Consumer
Protection of the Committee on Energy and Commerce
Hearing Titled “Economic and Security Concerns in Tourism and
Commerce: H.R. 3232 and H.R. 1776”

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Microsoft Office Word 2003

Summary

- Good and reliable data on the US call center industry is difficult to come by and reports in news periodicals distort the reality of the call center industry.
- The call center industry within the United States is a total growth industry from 2002-2008.
- Only one call center industry sector is in decline and that is in decline within the US and overseas both and is due to technological changes rather than inexpensive labor overseas.
- As presently written H.R. 1776 will have limited impact on the call center industry.
- The impact that H.R. 1776 will have will be narrowly focused to US owned 3rd party outsource providers with offshore operations.
- If H.R. 1776 adds in the requirement requiring the option to be transferred to an American call center agent the impacts will be larger but still mainly targeted to the US owned 3rd party outsource providers with offshore operations.

Introduction and Background

My testimony is embedded with twelve years of academic research on the call center industry. At present I am a tenured Associate Professor and Director of the Call Center Research Laboratory at The University of Southern Mississippi. We are the only academically linked call center research lab in the country. My other hat is as Executive Director of the National Association of Call Centers (NACC) a not-for-profit organization serving the call center industry with valuable data and research emerging from the university's Call Center Research Laboratory. For a complete listing of research and publication items, as well as my biography, please see the final sections of this testimony.

The goal for this testimony is to educate and inform the committee members on the call center industry generally, especially as it relates to labor and jobs within the United States, and to offer opinions and insights into how the proposed H.R. 1776 Call Center Consumers' Right to Know Act will influence the call center industry if passed into law.

Terminology

Call centers go by various names in the industry. For the purposes of this testimony I will use the term "call center" to capture all terms such as contact center, customer interaction center, customer service center, and the like. Generally speaking, call centers are centralized locations with 10 or more people who primarily transact business via the telephone and/or the internet whether is it business to business (B2B) or business to consumer (B2C).

Call Center Data

There are many misconceptions about the call center industry that need to be addressed. Many of these misconceptions are the product of faulty reporting by leading publications and then taken up as "fact" by readers and decisions made from this source. A challenge associated with the call center industry and its data is that at present the US Government does not collect hard and reliable data on this industry as they do with other sectors. The current S.I.C. and N.A.I.C.S. call center codes do not capture the majority of the call centers in the country due to the methodology associated with data collection. This researcher worked with the US Economic Census several years ago to review their N.A.I.C.S. call center code and methodology to find that they were only capturing outbound telemarketers which at one time constituted approximately 15% of the total call center industry and has now been reduced to less than 10% following the "Do Not Call" legislation. Moreover, the Bureau of Labor Statistics captures a large number call center employees, but to find this data the researcher has to aggregate eight separate occupation codes. Given the complexities with finding good data and information on the call center industry it is not surprising that there is poor information reported about the industry.

Often journalists will write a story using the faulty S.I.C. or N.A.I.C.S. codes or take one or two actions of a call center closing and laying off employees to extrapolate to a national industry trend. This is both poor and inaccurate research.

To fill this vacuum of good and reliable data, the researcher began to collect and track the openings, closings, expansions, and contractions of call centers within the United States in 2002. This job was then handed over to the Call Center Research Laboratory in 2004 upon its formation. Below is a listing of the number of call centers opened and closed by year and the number of jobs gained and lost by year. Though this is not a complete data set, it is one of the best in the industry. It reflects between 50-75% of all call center activity within the United States (Table 1).

Year	Openings	Closings	Expansions	Contractions	Jobs Gained	Jobs Lost	Difference
2002*	9	9	8	3	4,222	2,133	2,089
2003	36	60	22	9	13,491	14,421	-930
2004	45	36	12	6	14,399	12,314	2,085
2005	121	60	29	5	47,940	13,797	34,143
2006	110	86	31	5	38,786	23,717	15,069
2007	125	62	31	5	42,930	13,809	29,121
2008*	25	16	9	3	8,647	3,068	5,579
Totals	471	329	142	36	170,415	83,259	87,156

*Denotes
partial
year

Source: The Call Center Research Laboratory and the National Association of Call Centers

There is an important note about this data. This data measures the change or volatility in call centers, not all call centers. If a call center located in a particular town or city prior to the year 2002 and has stayed in that location, serving customers, without a change, it would not be captured in this data since it did not do something new. It is believed that the majority of the call centers within the United States fall into this category.

When a call center closes, people often jump to the conclusion that all of the jobs are going overseas to India. This is not necessarily the case. Call centers close for many reasons including the loss of a contract, declining sales of a product line, a new technology, self-service technologies, and loss of these jobs to another labor market within the US. Examining the opening and closing data for six years it is clear that a large percentage of lost call centers jobs in the US is not a movement from the US to overseas, which does happen as well, but a movement from a high cost labor location to a less expensive labor location within the US. For example moving from the Northeast or West coast in the US to the South, West and Midwest is very common, not unlike the path manufacturing followed previously.

As Table 1 indicates, the call center industry from the years 2002-2008 has continued to add more jobs than it lost with the exception of 2003 when it lost 930 jobs. The net difference in total jobs from 2002-2008 was a gain of 87,156 jobs.

The call center market is estimated to employ 3-5% of the total US working population. This is a large, but hidden, industry. The average call center employee earns between \$10-\$12 per hour with good benefits (including medical) with the job. This employee is typically female, a second-income winner in a household, and has a high school diploma and some college, but not a college degree. In short, this is a solid middle class job with

good benefits. The average sized call center in the US is approximately 50 seats, but this average is misleading in that there are many small call centers between 10-50 seats in the US and many large call centers from 100-2000 seats as well. So the average size is a reflection of the dual size nature of these businesses.

At the Call Center Research Laboratory we track eleven (11) call center industry sectors since not all call centers are alike. The eleven we track are listed below.

- Financial Services/Banking/Insurance
- Telemarketing/collections
- Third party outsourcing
- Telecommunications
- Government
- Customer Service
- Fulfillment/Distribution/Reservations
- IT Services/Data Bank
- Directory Services/Job placement
- Other
- Medical Services

The Call Center Laboratory's data indicate that ten of the eleven sectors, through 2007, were growing in net American jobs and one was losing jobs both within the US and outside the US. The declining sector is Fulfillment/Distribution/Reservations. The explanation for the decline in jobs in this sector is not attributed to job loss overseas but instead to the advancement of self-service technologies as exemplified by the number of travelers who purchase their airline tickets online, check in online and print their boarding passes online. For additional data on the call center industry, see Appendix 1 at the end of this document.

These data and facts about the call center industry help to inform the opinions regarding the proposed H.R. 1776 legislation in this testimony.

H.R. 1776 Call Center Consumers' Right to Know Act

The proposed H.R. 1776 Call Center Consumers' Right to Know Act says, in summary, that any US company or subsidiary with a call center would be required to have the call center agent identify the physical location where the agent was working at the beginning of each call. For example, I would answer the phone, "Thank you for calling the National Association of Call Centers, this is David in Hattiesburg, Mississippi, how can I help you today?"

Context

It is necessary to deconstruct pieces of the proposed legislation. First, the legislation applies only to US companies and their subsidiaries. This does not include local, state, and federal government agencies nor does it include companies that are non-US based. This has important implications.

- At present there are three general types of call center companies. One, the typical Fortune 1000 company or small software start-up company that has **internal (corporate-captive) call centers** within their organization. The company's call centers reside within the United States and have direct employees working for this company. These entities would be affected by the proposed legislation if it were passed into law.
- The second type of call center company is a **US outsourcer** (a.k.a. 3rd party provider). This is a company that is within the United States that has as its core competency call centers. These companies seek out contract business from the type one companies above to handle part or all of their call center business. Typically a consumer when calling this type of company cannot distinguish between calling a corporate-captive call center and a 3rd party outsource provider. Over the past five to seven years US based outsourcers have opened call centers outside the US as well keeping call centers within the US. This gives the sales forces of the 3rd party providers an opportunity to offer a portfolio of options to would-be clients at different price points. For example, for \$8 an hour per person you can have a call center in the US South. For \$6 an hour you can have a call center in the Caribbean, and for \$4 an hour you can have a call center in India. This allows the would-be clients to weigh different prices for call center services and also weigh the value of the call center services in each of these locations.
- The third type of call center company is the **Offshore Outsourcer**. These companies are just like the US-based 3rd party outsource providers but they are not US based, but instead are based outside the US in locations such as India and The Philippines. These Offshore companies also seek out business from the first type highlighted above mainly selling their inexpensive costs relative to the US labor market leveraging their higher than average number of English-speaking people that can do the same work as a US citizen only less expensively.

Labor costs account for between 70-85% of call center operational costs. This means for a \$1 million dollar investment in an operational call center, \$700,000 to \$850,000 will be used up by labor costs (wages and benefits). It is this high proportion of labor costs to overall operating costs that make non-US based labor look attractive.

There is an evolution that many companies with call centers go through. The first phase is when they have their call centers in house. From this stage they seek to find avenues to save money and continue to meet Wall Street expectations and consumer demand. To save money they often move part or all of their call center operations from in-house to a domestic US provider with a call center in the US. Since most US based 3rd party providers do not pay as well or have the same benefit level as an in-house operation, they can usually handle the call center business at a lower operating cost than an in-house operation: often saving in the range of 10-25%.

The next stage is when a company continues to seek more savings than can be provided from a US domestic 3rd party call center provider. This is when overseas labor appears attractive. The two alternatives here are to a) use a US based company who has operations overseas or b) to use a pure overseas outsource offshore operation. The

savings associated with offshore operations are in labor; often saving up to 50% to the US based labor costs. However, there are hidden costs as well associated with moving people and operations, productivity of a foreign agent versus US agent, the cost of US management based overseas, and increased training time and costs. Even with all of these variables added together, most companies find offshore to be less expensive than onshore since call centers are so heavily burdened by labor costs.

The challenge with overseas offshore call centers is when the customers become unhappy. When customers respond negatively to the call center experience offshore they have three options. One, they can choose not to use that company or product again. Two, they can choose not to use that company or product again and find a suitable substitution. Or three, they can choose to deal with the offshore call center because there are few options available otherwise. US companies have become sensitive to the label of “Indian Call Centers.” Companies have to weigh the cost savings of moving offshore to the potential market share loss if they do. For example, if a company has 50% of the market share in laptop computers and they send their technical support call center to India, and the customers become mad and do not repurchase their product, and they lose market share down to 30%, then no matter the savings associated with lower cost labor offshore, the company cannot withstand the loss of that 20% market share. If however, laptops are becoming increasingly less expensive, and the profit margin is thin, creating a commodity market, then a company may not have any other choice but to send the call center help desk to India if they cannot make money having the call center in the US. These are real dynamics that are ongoing in the call center industry each day.

As that data in Table 1 indicates, call centers continue to grow in the US. This is in part to new products and services being offered to the American consumer each day. Almost every product you pick up in a store now has a toll free number associated with it. These toll free numbers are attached to call centers and most of these call centers are within the US. So the more new products and services offered to the American consumer, the increasing number of call center jobs can be expected.

If an industry is old, established, and is in the stages of becoming commoditized as competition heats up and prices fall, then we expect that company to move through the three evolutionary phases outlined above to an eventual fourth phase, self-service, where offshore labor is no longer needed since the majority of the labor is now completed by the consumer via a computer, PDA or kiosk.

Legislation

In its present form, the H.R. 1776 bill would only be applicable to the US based in house call centers and US based 3rd party outsourcers. If a company has its call centers in-house the legislation would influence it minimally only requiring a change of greeting script and the potential additional burden of reporting to the Federal Trade Commission. The bill would influence a US based 3rd party call center provider if they owned and operated call centers outside of the US. These agents would be required to disclose their location which most American consumers would realize is not in the US. The third type of call

center, the offshore 3rd party provider would be unaffected in that it is not a US company and thus is not subject to US law and jurisdiction.

The US 3rd party call center provider, if the bill passed into law, would have a few options. Option one would be to comply with the law and tell the caller that the agent is in Canada, India, The Philippines, or on a Caribbean island. Will this change the relationship between the consumer and the company? Probably not since the accent from each of these locations (minus Canada) would be apparent to most callers within 45 seconds to a minute. Option two would be for the US based call center provider to create a new corporation structure in other countries outside the US where they would operate their non US call centers. This means that this portion of their company would be outside the control of US law and still operational. The negative impacts of such a move would include potential the lack of revenue from offshore operations flowing back to the US (repatriating profits) and the loss of some American jobs associated with supporting offshore operations from the US.

There may be a gain for the offshore (non US based) 3rd party providers in that they could market themselves within the US to companies that they are not subject to the US law on location disclosure and that they would be wise to go with their company rather than a US-based 3rd party provider which would be subject to those laws. Thus an unintended consequence may be that loss of contracts by the US 3rd party outsource providers.

The only potential positive impact that the current bill may have is in existing in house corporate call centers. Knowing that there exists federal legislation regarding disclosure, the amount of due diligence necessary to move a call center operation from in house to offshore will be higher and this may discourage some companies making this move. However, if the financial reasons are strong enough and the fear of market share loss is minimal to none, then the legislation will more than likely not defray such actions.

In short, as currently proposed, the H.R. 1776 legislation would influence only one main sector of the call center sector, that of US-based 3rd Party outsourcers and only those with offshore operations. The changes of a customer changing products or services associated with a geographical location disclosure is unclear. Since most call centers representatives can be identified as foreign by their accents in less than one minute on the phone, the disclosure of a foreign location would not be surprising to the consumer. The unexpected consequences to the 3rd party providers may be the need to set up a foreign operation to run their overseas businesses and the potential loss of American jobs and repatriation of profit from overseas call center contracts.

H.R. 1776 Call Center Consumers' Right to Know Act Modified

In an early version of the H.R. 1776 bill, there was a stipulation that included not only geographical location disclosure but also a requirement to inform the caller that they can be transferred to an American agent in a call center if they wished. The implications, beyond those outlined above already, for such a modification of H.R. 1776 are discussed below.

If a company chooses to keep its call center operations in house then there is no change. They would disclose their location and nothing more would be needed since they are already within the US. If, however, the company sought to save money by moving some of its operations overseas then the law would kick in and they would have to choose between using a US-based 3rd party provider with offshore centers or a complete offshore owned center. If using a US-based 3rd party provider offshore, then the company would have to figure out how many of the calls that would go overseas would be requested to come back to the US-based call center after the option was read to the customer calling. For example, the offshore location may take 70% of the calls and the US-based center would handle 30% of the calls. This would still be a labor savings, but not at the rate originally indicated since some labor costs would still be in the US and there are fixed costs with technology, etc., to running dual call centers. On a more cynical note, the company could adhere to the letter of the law by setting up a very small call center in the US (maybe 1 person) that all offshore calls would be transferred to if they desired to speak to an American agent. The wait times would be significant and lead to frustration on the consumer side making them call back to the original offshore call center. The risks associated with this is that the consumer could be angered to where they chose not to use the product or service from the company again and thus leads to a loss of market share.

US-based 3rd party providers would more than likely create a foreign company where the non-US based call centers would reside. This way if calls were routed to an offshore center then the requirement for disclosure would not exist since it would be out of the US jurisdiction and purview.

Offshore (non-US) call centers would more than likely attempt to gain a market share advantage over their US-based rivals by stating their incorporation in another country. This would more than likely lead to a loss of some of the contracts that would go to a US-based 3rd party provider, but it is unclear if they would win the contracts over the newly constituted offshore 3rd party providers that were created from the original US-based 3rd party providers.

The next result of this bill with the “transfer to an American agent” action would be mixed. More than likely in house call centers would pause before moving to an offshore location since they would not want to risk the loss of market share associated with this option. Additionally, any call center that did not give this option to the consumer would be known immediately as a foreign operation which has some risks associated with it as well. The US-based 3rd party provider would be most affected in that they would either have to open a foreign operation outside the US to avoid the law and or lower their options to customers by offering a percentage of US based call centers to answer the calls that requested an American-based agent.

The 3rd party offshore call centers would not be affected and may gain a market share since being outside the US jurisdiction would become a short term competitive advantage.

H.R. 1776 Alternate Point of View

As a Ph.D. academic, my focus is on getting the best and most accurate information possible to make the best informed decisions possible. With this in mind, I asked the National Association of Call Center's Research Director, Paul Stockford, to also respond to the proposed H.R. 1776 bill to ensure that my point-of-view was not monolithic in the belief that alternative insights could be gained with another expert's opinion.

Potential Implications of H.R. 1776: Call Center Consumers' Right to Know Act

Paul Stockford
Chief Analyst, Saddletree Research
Research Director, National Association of Call Centers (NACC)

As is true in almost any industry, the market will determine the ultimate impact of any legislation upon it. While in the case of H.R. 1776 the market is represented by the entire spectrum of American consumers, I believe the impact of the proposed legislation will vary across market segments and industries.

Given the way H.R. 1776 is currently worded, the bill's impact on American jobs will be minimal. Simply having a call center agent state his or her location at the beginning of a telephone transaction without offering the consumer an alternative to continuing that transaction other than terminating it would not be appreciably different from the way many call centers conduct customer service transactions today. If the consumer's choice is to speak to someone in a foreign country or to forego the assistance he or she needs, it is likely that the consumer will choose to speak to the agent in the foreign country. There are no other reasonable options, especially in commodity markets.

The alternative to this scenario would most likely be found in the financial services market. In light of the current problems with identity theft and other criminal fraud activities, consumers are reluctant to provide personal information such as account numbers or identification numbers to anyone over the phone, and particularly to someone who is outside the jurisdiction of the laws of the United States. In this case, if the consumer's choice is to speak to someone in a foreign country or take his or her business elsewhere, the likelihood significantly increases that he or she will take their business elsewhere.

In commoditized markets and low-value product markets, the requirement to have call center agents state their location at the beginning of a transaction will have little or no impact on American jobs. The loss of a few low-value customers will matter less to most companies than will the costs associated with supporting a domestic call center.

In markets where each customer is relatively high-value, it is possible that companies will think twice before sending customer service jobs overseas. The loss of a single customer may represent a significant loss of business to the company. This will not change regardless of the status of H.R. 1776. Most financial institutions have not been willing to

outsource customer service overseas and risk losing valuable customers regardless of the savings in operating expenses.

There is the possibility that some American businesses will see a competitive advantage in serving their customers via domestic call center agents. It could also be viewed as an additional revenue opportunity as is the case with Dell Computer, which charges customers a premium on their maintenance contracts if they prefer to speak to an American customer service representative when they call for assistance. It should be noted, however, that businesses can pursue either of these opportunities with or without the influence of H.R. 1776.

H.R. 1776 as it is currently written will benefit no one. It will add a new layer of operating expenses to the enterprise, which will likely be passed on to the consumer while offering no tangible benefit to the consumer in return.

If the bill were written to include a clause that provides consumers the choice to speak to an American representative rather than being transferred to an agent in a foreign country, the impact on the market would be significantly different. Given the opportunity to speak to a domestic rather than a foreign agent would most likely be preferable to the majority of American consumers, regardless of the market.

American consumers will vote for their preferred method of contacting a customer service representative with their dollars. A company that provides an alternative to speaking with an offshore representative, in lieu of simply terminating the call, will attract the lion's share of business. This, in turn, will have a positive impact on the number of American jobs saved or created. Consumers will do business with companies that provide them their preferred level of customer service, and companies will add domestic call center agents as a result.

The risk to adding the clause requiring companies to provide a domestic call center alternative is that some companies will make only a minimum effort to meet the requirement. In order to save money, a company may only hire the minimum number of domestic agents in order to comply with the legislation. In the case of these companies, the consumer would have the option of being transferred to a domestic agent, but the wait to reach that agent may be so long that the consumer opts for the offshore alternative to save time. The company has met regulatory requirements while maintaining its objective of minimizing costs through offshore outsourcing. The consumer is the loser.

After studying the call center industry for 19 years, I have seen strong evidence of what can best be described as an industry herd mentality. This tendency to move with the herd is what started the flow of call center jobs offshore in the first place. I believe the same herd phenomenon would occur if companies started bringing jobs back to Americans.

There is overwhelming evidence today of the power of one disgruntled consumer with a blog. A case in point is the gethuman.com. Web site. This Web site was started by one individual who was dissatisfied with the automated call routing systems he encountered

when calling companies with whom he routinely did business. He began publishing ways to bypass various companies' automated phone systems, and the result was national attention in every major media outlet. It also caused many businesses to reconsider the value of their interactive voice response and automated call routing systems vis-à-vis the level of customer satisfaction.

In the call center industry, if the company with the American customer service representatives were to gain market share over their competition, the competition quickly would fall in line and begin to bring their call center jobs back to the U.S. regardless of the cost, especially if the loss of customers and market share were evident. Again, it is fairly easy today for a single consumer to make his or her thoughts known to the world via the Internet, and to have those thoughts to resonate with a particular group.

As previously stated, highly commoditized markets would likely not respond to consumer pressure the way other markets would. The impact on American jobs would not be across the board, but it would be significant nonetheless.

As H.R. 1776 is currently worded, its passage would have little or no impact, positive or negative, on the American consumer. Other than providing a piece of information that does not provide a basis for action; i.e., the geographical location of an agent, it is nothing more than an unnecessary layer of expensive business bureaucracy.

By providing the consumer the option of speaking to a domestic agent rather than to an offshore agent, companies empower the consumer to communicate customer service preferences to business, which in turn offers businesses the opportunity to retain their customers by responding to their customers' preferences.

Biography/Resume/Curriculum Vitae

DAVID L. BUTLER, Ph.D.

David Butler is Director of the Call Center Research Laboratory at The University of Southern Mississippi as well as the founder and Executive Director of the not-for-profit National Association of Call Centers. Dr. Butler has a doctorate in Geography from the University of Cincinnati, a Masters of Science in Geography from Texas A&M University, and a Bachelor of Arts from Texas A&M University. Butler is also Vice President of Butler and Associates: A Research Consulting Company. Dr. Butler has published scores of articles on the call center industry and is author of the book *Bottom-Line Call Center Management* that breaks new ground in call-center literature addressing key skills and techniques in assessing and implementing effective management practices to maximize the human and capital resources at the call center manager's disposal. Following the strategies discussed in the book, Butler works to help call center vice presidents and directors evaluate their current status, implement cost-effective changes, and measure results of their changes to ensure a culture of accountability within the call center at all levels. Butler has been interviewed by CNN and other national and international news outlets on the subject of call centers.

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Expert in strategic research, leadership, and execution of customer service in the call center industry.

PROFESSIONAL EXPERIENCE (since 2001)

Founder and Executive Director, The National Association of Call Centers (NACC) **2005-present**
www.nationalcallcenters.org

- Created marketing plan and strategic partnerships for revenue generation
- Increases membership by 70% over eight months in founding membership year
- Published quarterly strategic *State of the Industry Reports* and *In Queue* newsletter
- Launched Gulf South Call Center Conference-successful in net revenue

Founder and Director, Call Center Research Lab (CCRL) **2004-present**

The University of Southern Mississippi, www.usm.edu/callcenters

- Led research teams' efforts in national strategic call center data collection and analysis
- Acquired funding for center operations and expansion, from zero to over \$120,000 in operations in 1 year
- Strategic planning for research growth and launch of call center demonstration site

Vice President, Butler and Associates: A Research Consulting Firm **2003-present**

- Strategic planning, evaluation, and execution of call center/customer service operations
- Expert witness testimony for call center cases
- Measuring performance to ensure return on investment in both cost and revenue centers

Director, International Development Program **2002-2005**

The University of Southern Mississippi

- Growth of program by 500% in three years
- Created and led national and international marketing efforts
- Increased revenue by 50% to \$1 million per year
- Created research teams to focus efforts into core competencies to improve program production

Associate Professor, Tenured, The University of Southern Mississippi **2001-present**

- Over \$2 million in external funding dollars
- Co-led the technology policy and development team
- Created and led three international overseas research trips to examine business and IT services (France, Ireland, and Belize)

PROFESSIONAL CALL CENTER PUBLICATIONS AND PRESENTATIONS

Author of the book *Bottom-Line Call Center Management: Creating a Culture of Accountability and Excellent Customer Service* (2004) and an additional ten articles and reports focusing on the call center industry. Scores of research presentations on the customer service and the call center industry.

EDUCATION

Ph.D., University of Cincinnati

2001, Aug.

Major: Economic Geography, Minors: Political Science, Economics
 Master of Science, Texas A&M University
 Major: Geography, Minor: History
 Bachelor of Arts Texas A&M University
 Major: History, Minor: Geography

1996, Dec.

1994, May

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Curriculum Vitae

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POSITION

2004-Present	Director, Call Center Research Laboratory (CCRL) The University of Southern Mississippi
2007-Present	Associate Professor, Tenured Department of Political Science, International Development & International Affairs The University of Southern Mississippi
2001-2007	Assistant Professor Department of Political Science, International Development & International Affairs The University of Southern Mississippi
2006-2007	Editor, <i>Horizons: The Journal of Global Policy and Development</i>
2005-2006	Book Review Editor, <i>Horizons: The Journal of Global Policy and Development</i>
2002, Oct.-2005 Aug	Director, International Development Program The University of Southern Mississippi
2003, June-Sept.	Interim Director, Center for Community and Economic Development

EDUCATION

2001, Aug.	Ph.D., University of Cincinnati Major: Geography Minors: Political Science, Economics
1996, Dec.	MS, Texas A&M University Major: Geography Minor: History
1994, May	BA, Texas A&M University Major: History Minor: Geography

ACADEMIC PUBLICATIONS

- 2008 "Women's Work: The Home, the Workplace, and the Spaces Between" submitted to *Industrial Geographer*, with Perry Carter, accepted for publication June.
- 2008 "Imagining Plantations: Slavery, Dominant Narratives, and Foreigners," submitted to the *Southeastern Geographer*, March, with Perry Carter and Owen Dwyer, accepted for publication June, publication date spring 2009.
- 2008 "Framing the Race Debate: Analyzing a New York Times conversation," submitted to the *Southeastern Geographer*, March, with Josepher Montes, accepted with revisions, revised June.
- 2007 "Interdisciplinary Departments" as part of the NSF's Enhancing Departments and Graduate Education (EDGE) project.
- 2007 "The Social and Economic Impact of The Call Center Industry in Ireland," in the *International Journal of Social Economics*, volume 34, numbers 3 and 4, with Chuck Jobs and Deena Burris, pages 276-289.
- 2006 "International Energy Dependence: Facilitator and Vulnerability," in *Countering Terrorism in the 21st Century*, Volume II, J. F. Forest, ed, Praeger, 2007, with Sumesh Arora.
- 2006 "A Case Study in the Globalization of Jobs in Ireland" in the *International Journal of Social Economics*, with Chuck Jobs, Volume 33, no 10.
- 2004 *Bottom-Line Call Center Management: Creating a Culture of Accountability and Excellent Customer Service*, Butterworth-Heinemann Elsevier Business Books.
- 2004 "U.S. Call Centers: The Undiscovered Country," in *WorldMinds: Geographical Perspectives on 100 Problems*, Kluwer Publishers, Warf, Janelle, and Hansen, Eds.
- 2003 "Supply and Demand at Tourist Sites: A Case Study of Plantations" in *eRTR*, Vol. 1, Issue 3 issue.
- 2003 "Streamside management zone delineation for control of non-point source pollution" with Brian Mitchell, Donald Williams, and Jerry Griffith, in *ESRI User Conference 2003 Proceedings*.
- 2003 "Gender as a Predictor of Interpersonal Power in Political Office," in *Proceedings of the Academy of Organizational Culture, Communications and Conflict*. 7:1, with Sara Kimmel, et. al.
- 2003 "The Gendered Construction of Interpersonal Power in Political Office," in *Journal of Business and Economics Research*, 1:10, October 2003, pp. 15-26 with Sara Kimmel, et. al.
- 2002 "The Travails of the Independent African-American Travel Agent," in *Annals of Tourism Research*, with Stan Brunn and Perry Carter, 29(4).
- 2002 "Culture Matters! Retaining Employees and Increasing Profitability: Happy Airways," in Phillips, Patricia P., ed., *In Action: Retaining Your Best Employees*, ASTD Publications, Alexandria, VA, pp. 135-150.
- 2001 "Technogeopolitics and the Struggle for Control of World Air Routes, 1910-1939," in *Political Geography*, June, 20: 5, pp.635-658.
- 2001 "Whitewashing Plantations: The Commodification and Social Creation of a Slave-Free Antebellum South," in the *International Journal of*

- Hospitality and Tourism Administration*, Vol. 2, Nos. 3/4, 159-171 and in *Slavery, Contested Heritage and Thanatourism*, Graham M. S. Dann and A. V. Seaton, Eds, Haworth Press, pp. 159-171.
- 2001 "The Revolution Beyond Control: The Coming Clash of Profit and Security in Outer Space," in *National Security Studies Quarterly* with Richard Harknett, Winter, Vol. 7, Issue 1, pp.635-658.

ACADEMIC PUBLICATIONS IN PIPELINE

TBA

ACADEMIC PUBLICATIONS IN PROGRESS

- 2008 "Technogeopolitics and the 1926 Ibero-American Aerial Conference," to be submitted to *Geopolitics*.
- 2008 *The Tom Sawyer Effect: How an Organization can Implement Self-Service Solutions*, book project, with Tim Saur.

PRESS

- 2005 *State of the Industry Report 2005*, NACC, A Labor Survey of the Industry.
- 2005 *State of the Industry Report 2005*, NACC, Volumes 1 and 2, Global Markets and US Market
- 2005 *State of the Industry Report-Winners and Losers: Change in Call Center Location and Employment 2002-2005*, NACC White Paper #1, June.
- 2002 "Information Control and the United States Airline Industry," Written testimony before the *National Commission to Ensure Consumer Information and Choice in the Airline Industry*, Washington DC, July.
- 1999 "City Image, Corporate Relocation, and Labor Relocation," for *The Institute for Policy Research, University of Cincinnati* and The Greater Cincinnati Chamber of Commerce, with Byron Miller.

PRESENTATIONS

- 2008 Keynote Panelist, International Contact Center Management, Canada, October, scheduled.
- 2008 "Call Centers and Economic Development," at the New South Economic Development Conference, Jackson, September, scheduled.
- 2008 "Gazing Across the Color Line: White visitors to Southern Heritage Sites" presentation at the Association of American Geographers Annual Meeting, Boston, April, with Perry Carter and Own Dwyer.
- 2007 "Tourism Plantations - Racialized Spaces and Unexpected Results" Presentation at the Association for the Study of African-American Life and History, Charlotte, NC, October.
- 2007 "Call Centers and Development" presentation at the New South Economic Development Course, Biloxi, September.
- 2007 "Viewing Historical Sites through the Gaze of the 'Other'" presentation at the Association of American Geographers Annual Meeting, Chicago, April, with Perry Carter and Own Dwyer.

- 2007 *I'm sorry, can you please repeat that?*, India and the call center phenomena, Presented to Mississippi University for Women's International Series, February 2007
- 2006 Keynote Panelist, International Contact Center Management, Canada, October.
- 2006 "Call Centers and Economic Development," at the New South Economic Development Conference, Jackson, September.
- 2006 "Call Center Alignment with Headquarters: Bridging the Chasm," International Contact Center Management, Chicago, August.
- 2006 "State of the Industry Report 2006-Finding Your Center and Its Position within the Dynamic Industry," International Quality & Productivity Center Call Center Week, Las Vegas, June.
- 2006 "An Example of How Communities Can use Broadband to bring Employment to their communities," at the Annual Rural Development Conference, Oxford, MS, May, scheduled.
- 2006 "Nation-States and Sovereignty" at the Global Policy and Development Conference: Nation-State Building in the Contemporary International System, Norfolk, VA, April.
- 2006 "The Increasing Demand that Slavery be Represented at the Laura Plantation" at the Society for the Study of Southern Literature Conference, Birmingham, AL, March.
- 2006 "Virtual Doctoral Student Communities" presentation at the Association of American Geographers Annual Meeting, Chicago, March.
- 2006 "Virtual Learning Communities in Higher Education" panel at the Association of American Geographers Annual Meeting, Chicago, March, scheduled.
- 2006 Presentation at the Global Policy and Development Conference 2005: Nation Building and Sustainment Operations, Norfolk, VA, March/April, scheduled.
- 2006 "Call Centers and Economic Development," at the New South Economic Development Conference, Jackson, January.
- 2005 "State of the Industry," Invited Presentation to the Middle Tennessee Call Center Alliance, Nashville, TN, July.
- 2005 "Call Centers as a core competency within an organization," Invited Presentation to Omega Management Group, SCORE Conference, Boston, April.
- 2005 "Losing the Customer" Invited Presentation to the ASMI Call Center Performance Conference, American Strategic Management Institute, Orlando, FL, March.
- 2004 "Staying Competitive in a Globalizing Industry," at the Gulf South Call Center Conference, keynote address, Gulfport, October.
- 2004 3 workshops at the Gulf South Call Center Conference, Gulfport, October.
- 2004 American Conference Institute, invited speaker, Offshore Outsourcing, New York City, October.
- 2004 "Report on Call Center Outsourcing," Managing Globalization: The Role of the Business and the State, Gulfport, October.

- 2004 "Losing the Customer," Invited Presentation to the National Quality Review Annual Meeting, invited speaker, Boston, September.
- 2004 "From the Plantation to the Chateaux: A Comparison of Cross-Atlantic Tourism Patterns" Association of American Geographers Annual Meeting, Philadelphia, PA, March.
- 2004 "Findings from field research at three chateaux in June 2003" to selected business and political delegations at the Abbey in Pontlevoy, France, January 28th.
- 2003 "The Gendered Construction of Interpersonal Power in Political Office," International Applied Business Research Conference, March, with Sara Kimmel
- 2003 "Tourism Plantation Research at the Laura Plantation," USM Summer Faculty Research Grant Poster Session, April.
- 2003 "The Tourists' Desires: De-linking Agricultural Production and Consumption at Historical U.S. Antebellum Plantations, Association of American Geographers Annual Meeting, New Orleans, LA, March
- 2002 "Travel Agents and US Airlines" presentation to the Commonwealth Business Travel Group, New York City, November.
- 2002 "Information Control and the United States Airline Industry," a presentation before the National Commission to Ensure Consumer Information and Choice in the Airline Industry, Washington DC, July.
- 2002 "Nature-Technology: A False Dichotomy?" Association of American Geographers Annual Meeting, Los Angeles, CA, March.
- 2001 "Call centers, Economic Development and Dispersed Economic Activity: A Study of Albuquerque, New Mexico," Applied Geography Conference, Fort Worth, TX, November.
- 2001 "Concentration, Dispersion, Networks and IT: A Case Study of Call Centers in the United States," Digital Communities 2001 Conference, Chicago, IL, November.
- 2001 "Pink Collar Ghettos?: Women, Call Centers and Dispersed Economic Activity," Association of American Geographers Annual Meeting, New York, NY, February.
- 2001 Organizer for a session on "De-Agglomeration, Dispersion, Networks, IT and the Local-Global Nexus" at the Association of American Geographers Annual Meeting, New York, NY, February.
- 2000 "Patience, Perseverance, Contacts and a Fax Machine: Obtaining Corporate Interviews in Research," Cincinnati Critical Conference, October.
- 2000 Co-Organizer for six sessions on "Race, Space, Place and Environment" at the Association of American Geographers Annual Meeting, Pittsburgh, PA, April, with Perry Carter.
- 2000 "Whitewashing Plantations: The Commodification and Social Creation of a Slave-Free Antebellum South," Association of American Geographers Annual Meeting, Pittsburgh, PA, April.

- 1999 "Homesteading in the New Millennium: Commercialization versus Territorial Sovereignty in Space," International Studies Conference-South Annual Meeting, Lexington, Kentucky, November.
- 1999 "Whitewashing Plantations: The Commodification and Social Creation of a Slave-Free Antebellum South," Cincinnati Critical Conference, October.
- 1999 "Telecommunications, Flexible Accumulation, and Pink Collar Ghettos," Association of American Geographers Annual Meeting, Honolulu, Hawaii, March.
- 1998 "Space Technogeopolitics," University of Cincinnati Colloquium, Cincinnati, OH, October.
- 1998 "Telecommunications in the Airline Industry," Association of American Geographers Annual Meeting, Boston, MA, March.
- 1996 "Civil Aviation and Technogeopolitics," Association of American Geographers Annual Meeting, Charlotte, NC, March.

FUNDING AWARDED

- 2007 Mississippi Department of Employment Security grant, 1 year, "Continuation of the MDES Call Center as a Virtual WIN Job Center," \$100,000.
- 2006 Mississippi Department of Employment Security grant, 1 year, "The creation of MDES Call Center as a Virtual WIN Job Center," \$70,000.
- 2004 Mississippi Development Authority (MDA) grant, 1 year, Development of the Call Center Study in Mississippi, \$30,000, September.
- 2004 USM Research Foundation, 1 year, Development of the Call Center Research Laboratory, \$2,000, September.
- 2003 US Department of Commerce, Small Business Administration, \$1,987,000, June.
- 2003 USM Title III Laptop Faculty Technology Mentor Award, \$2500 and a laptop computer.
- 2002-2003 USM Lucas Endowment for Faculty Excellence, \$3600
- 2002 USM Summer Faculty Research Grant, \$8000-won but had to decline.
- 2002 USM Summer Grant for the Improvement of Instruction, \$9250
- 1999-2001 US Department of Transportation Dwight David Eisenhower Doctoral Research Fellowship, \$48,000.
- 2001 Urban Geography Specialty Group Travel Grant Award, \$50.
- 2001 University of Cincinnati Summer Research Fellowship, \$1700.
- 1999 The Image of Cincinnati Project, Contract from The Institute for Policy Research, University of Cincinnati, \$2250.
- 1999 Robert Bruce McNee Award, Outstanding Graduate Student, University of Cincinnati, \$1000.
- 1999 Economic Geography Specialty Group Travel Grant Award, \$100.
- 1999 Urban Geography Specialty Group Travel Grant Award, \$200.
- 1999 Association of American Geographers Travel Grant Award, \$200.

1998	GIS Certificate from ESRI
1998	Urban Geography Specialty Group Travel Grant Award, \$50.
2000-2001	Texas A&M University Academic Excellence Scholarship, \$1000 per year.

EXTERNAL FUNDING SCHEDULED/PENDING

2008	SERRI Oak Ridge, "Modeling Micro-Economic Resilience and Restoration after a Large-Scale Catastrophe: An Analysis of the Gulf Coast after Hurricane Katrina," \$932,766, submitted July.
2008	US Department of Commerce, "Mapping an Industry Commerce" \$10,000,000 March submission.

ECONOMIC DEVELOPMENT

2004-present	President, Butler and Associates, Inc. - A University of Southern Mississippi M.U.R.A. Company
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PHD COMMITTEES

Graduated

2008	Greg Banach-member-graduated
2008	Tim Saur-chair of committee-graduated
2007	Billy Morehead-chair of committee-graduated
2007	Shannon Campbell-committee member-graduated
2007	Eli Biron-committee member-graduated
2007	Deena Burris-committee member-graduated
2006	Mary Catherine Colley-committee member-graduated
2006	Angie Wood-committee member-graduated
2005	Brian Mitchell-committee member-graduated
2005	Jennifer Foil-committee member-graduated
2004	Kola Garber-committee member-graduated
2004	Gerry Yaw-committee member-graduated
2004	Sue Lowe-committee member-graduated
2004	Garrett Harper-committee member-graduated
2003	Heather Annulis-committee member-graduated
2003	Bill Hettinger-chair of committee-graduated
2003	Patti Phillips-committee member-graduated
2002	Jud Edwards-committee member-graduated
2002	Sara Kimmel-committee member-graduated

Committee Chair

2008	Josefer Montes
2008	Wendell Robbins III

Committee Member

2008	Gregg Lassen
2008	Martha Norman
2008	Juanyce Deanna Taylor

2008	Sumesh Arora
2008	Ethan Joella
2008	Mark Turner
2008	Ranjana Srevatsan
2008	Holly Burkett

TEACHING

2008	International Development-Comparative International Political Development-fall.
2008	International Development-Qualitative Methods-fall.
2008	International Development-Colloquium: Technology and Development-Summer
2008	International Development-Field Research I-Summer
2008	International Development-Qualitative Methods-Spring
2007	International Development- Fall-Grant release time, no teaching.
2007	International Development-China Research Abroad-China, summer.
2007	International Development-Practicum, spring.
2007	International Development-Field Research I, spring.
2006	International Development-Fall-Grant release time, no teaching.
2006	International Development-Field Research II, Spring
2006	International Development-Administration and Grantsmanship, Spring
2005	International Development: Theory-Fall-2 sections
2005	International Development: Field Research I: Quantitative
2005	International Development: Research Abroad-Summer
2005	Economic Development: Special Topics/Independent Study-Summer
2005	International Development: Grantsmanship, Spring
2005	International Development: Practicum, Spring
2004	International Development: Current Issues-Fall (Team teaching with Miller, Von Herrmann, Malone, Gaudet, Lansford)
2004	International Development: Field Research-Fall
2004	International Development: Practicum-Fall
2004	International Development: Research Abroad-Summer
2004	International Development: Grantsmanship-Spring
2004	International Development: Field Research-Spring
2004	International Development: Practicum-Spring
2003	International Development: Theory and Practice
2003	International Development: Field Research
2003	International Development: Practicum
2003	International Development: Field Research
2002	Introduction to Economic Development Research
2002	International Development: Theory and Practice
2002	International Development: Field Research
2002	International Development: Field Research
2002	International Development: Research Methods
2002	International Development: Grantsmanship
2001	International Development: Theory and Practice

2001	International Development: Current Issues
2001	Political Geography-USM, Fall
2001	Political Geography-U of Cincinnati
2001	People and Environment: Energy- U of Cincinnati
2000	Urban Geography-Historical- U of Cincinnati
2000	Political Geography- U of Cincinnati
1999	Human Geography: Population- U of Cincinnati
1999	Human Geography: Urban-Economic- U of Cincinnati
1999	People and Environment: Agriculture and Food- U of Cincinnati
1999	Human Geography: Population- U of Cincinnati
1999	Physical Geography Lab- U of Cincinnati
1998	People and Environment: Population- U of Cincinnati
1998	Human Geography: Cultural and Political- U of Cincinnati
1998	Human Geography: Population- U of Cincinnati
1998	Physical Geography Lab- U of Cincinnati
1997	People and Environment: Population- U of Cincinnati
1997	World Regional Geography: Americas- U of Cincinnati
1997	World Regional Geography: Asia- U of Cincinnati
1997	Human Geography: Urban-Economic- U of Cincinnati
1996	Physical Geography Lab-Texas A&M
1995	Physical Geography Lab, 2 sections-Texas A&M

FACULTY DEVELOPMENT

2003	National Science Foundation New Faculty Development Workshop, Boulder, CO, June.
2000-2002	Preparing Future Faculty Program-Universities of Cincinnati and Kentucky.
2007-present	Mentor for Edward Sayre, assistant professor in department
2008-present	Mentor for J. J. St. Marie, assistant professor in department

FIELD RESEARCH PROJECTS

2007	China Research Abroad-summer
2005	Belize Research Abroad Program-Summer.
2001-2008	Ongoing Call Center survey research projects
2004	Irish Research Abroad Program, May-June
2003	Creator and Director of the Research Abroad Program at USM. France field research data collection with graduate students, June.
2002	Field research tourism project for the Laura Plantation in Vacherie, LA, April.

SERVICE

2008	Advice to the Minority and Majority staffer on the US House of Representatives Majority Staff, Committee on Energy and Commerce, regarding HR 1776 "Call Center Right To Know" bill.
2008	Draft writer of the IDV External Review Response
2008	Member of the Department Governance Committee

2008	Department faculty representative on the College Advisory Committee (2008-2011).
2008	Served as department mentor for Dr. J.J. St. Marie.
2007-2008	Served as department mentor for Dr. Edward Sayre.
2008	Offered advice to Tulio and Andrew for their MURA company.
2008	Created special collections for International Development at the Southern Miss Gulfpark Library
2008	Created a marketing plan for the International Development Program including primary data collection from students and alumni
2008	Redrafted department level graduate handbook with Marek Steedman.
2007	Reviewer for the Economic and Social Research Council (UK) Fellowship Awards.
2007	Buff Blount Endowed Chair advisory board member.
2007	Department focus groups for capstone Political Science majors.
2006	Worked with the USM Foundation on the formation and development of a call center for the annual fund.
2006	Worked with the USM Athletic Department on the formation and development of a call center policy for ticket sales.
2005	Founder, journal <i>Horizons: The Journal of Global Policy and Development</i>
2005-present	Founding Director, Association for Global Policy and Development-a membership organization.
2005-present	Founding editor, <i>In Queue</i> : The official newsletter of the National Association of Call Centers.
2004-present	Founding Executive Director, National Association of Call Centers-A not-for-profit membership organization.
2004-2006	Mississippi World Trade Center Advisor Board Member-nominated
2004-2005	Assistant Vice-President for Research and Economic Development Search Committee
2004-2005	Department Chair search committee, Department of Political Science, International Development and International Affairs.
2003-2005	Chair, International Development Curriculum Review and Revision Committee
2004	Organizer of panel session "Planning for a career in the academy I: Obtaining and excelling on job interviews" Association of American Geographers Annual Meeting, Philadelphia, PA, March.
2003-2004	Proposal Reviewer, National Science Foundation, International Research Fellowship Program
2003	Journal reviewer <i>Tourism Research</i>
2002-2003	Journal reviewer <i>Annals of Tourism Research</i>
2003	Member of the CBED AACSB committee.
2003	Member of the 2003 Honor's College Presidential Scholarship Competition interview team
2003	College of International and Continuing Education representative to the University Research Committee
2003	Member of the dean search committee-College of Business and Economic

	Development.
2003	Co-Sponsor of “River Road Plantations: Re-telling the Story of the Old South,” Fieldtrip, AAG New Orleans, March.
2002	Volunteer Facilitator for Strategic Planning, Center for Community and Civic Engagement, October.
2002	Ad Hoc member of the USM Graduate Council
2002-2003	Member of the USM University Research Committee
2001-2003	Dissertation Committee Chair/Committee Member for IDV students
2002	College of International and Continuing Education representative for the USM United Way Campaign

MEMBERSHIP

2005-present	Association for Global Policy and Development (AGPD) member
2004-present	Founding member of the National Association of Call Centers (NACC)
1993-present	Association of American Geographers (AAG)
1994-2002	National Council on Geographic Education (NCGE)
1999-2001	Society for the History of Technology (SHOT)
1997-2001	Institute of British Geographers (IBG)
1997-2001	Canadian Association of Geographers (CAG)
1998-1999	President of the Graduate Student Governance Association for Geography
1996-1997	Vice-President for the Graduate Student Governance Association for Geography

Appendix 1

The data below is from a presentation of the State of the Call Center Industry from 2002-2007 specifically highlighting global trends and then US trends.

State of the Industry Report

The National Association of Call
Centers

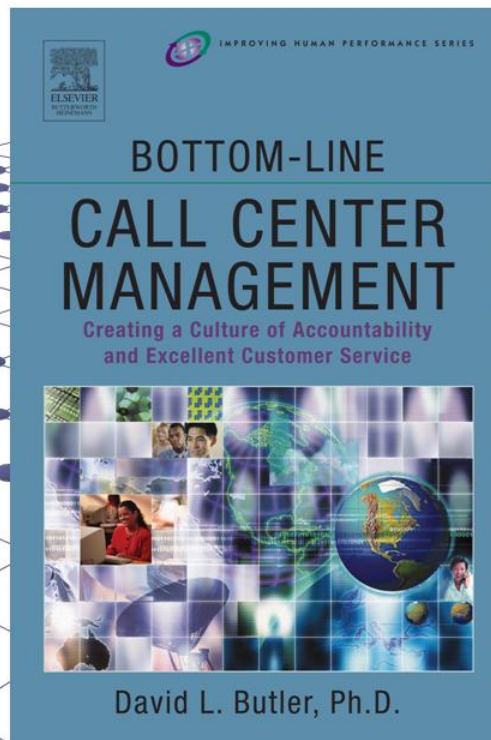
David L. Butler, Ph.D. Executive
Director

July 10, 2007

Copyright 2007 National Association of
Call Centers

Who am I?

- David Butler, Ph.D.
- Tenured Professor at The University of Southern Mississippi and Director of the Call Center Research Laboratory
- Executive Director, The National Association of Call Centers.
- Researching call centers for the past decade including writing academic articles and book on the call center industry



The University of
Southern Mississippi

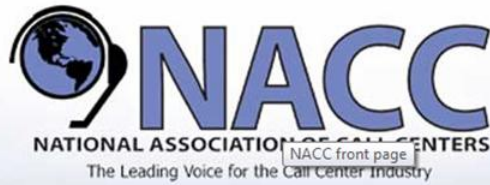
[Services](#) | [Contracts & Grants](#) | [Sponsors & Partners](#) | [Projects](#) | [Lab Director](#) | [News](#) | [Contacts](#) | [Home](#)

[Services](#)
[Contracts & Grants](#)
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Call Center Research Laboratory at Southern Miss

Welcome from the Director

Welcome to the Call Center Research Laboratory (CCRL) at The University of Southern Mississippi (Southern Miss). The CCRL was established in fall 2004 by the office of the [Vice-President for Research and Economic Development](#) at The University of Southern Mississippi. Like many other research centers on university campuses across the United States, the goal of the CCRL is to be a producer and conduit for high quality academic research for the call center industry. The CCRL is a unique national asset in that no other university has such a facility dedicated to the call center industry's growth and maturity. Because the call center industry is new, fragmented and maturing the CCRL is dedicated to providing the highest quality research on the industry possible so all industry stakeholders can access national and international trends. This means that the CCRL will not only produce its own in-house research, but will also be an active and ready resource when university-based research is required to examine processes, solve problems, and find solutions. To learn more about the CCRL and the [services](#) we provide, please browse our site and check back often to learn about new projects. If at anytime you have questions about the CCRL or any project, please do not hesitate to contact me. Thank you for visiting the Call Center Research Laboratory at The University of Southern Mississippi!



"A non-profit advancing the call center industry."

Please select the appropriate membership profile.

Manager

Executive

**Economic
Developer**

Consultant

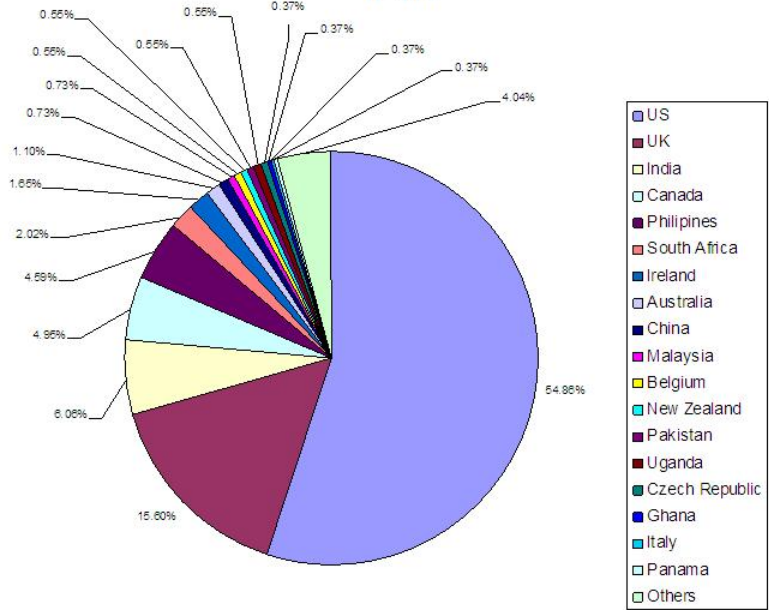
Vendor

Media

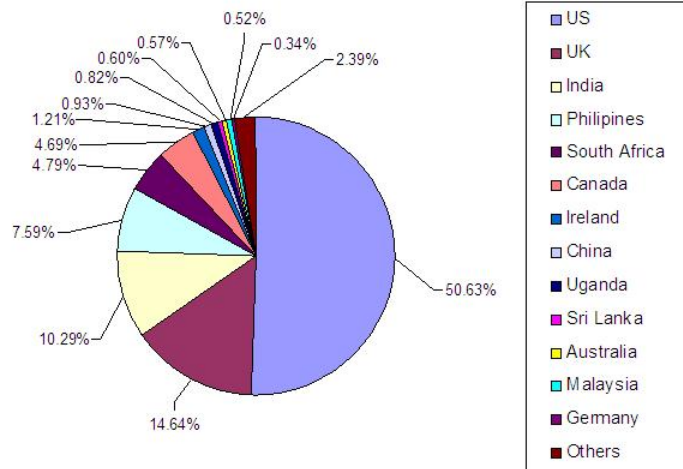
Data from July 2002-
October 2006

Global

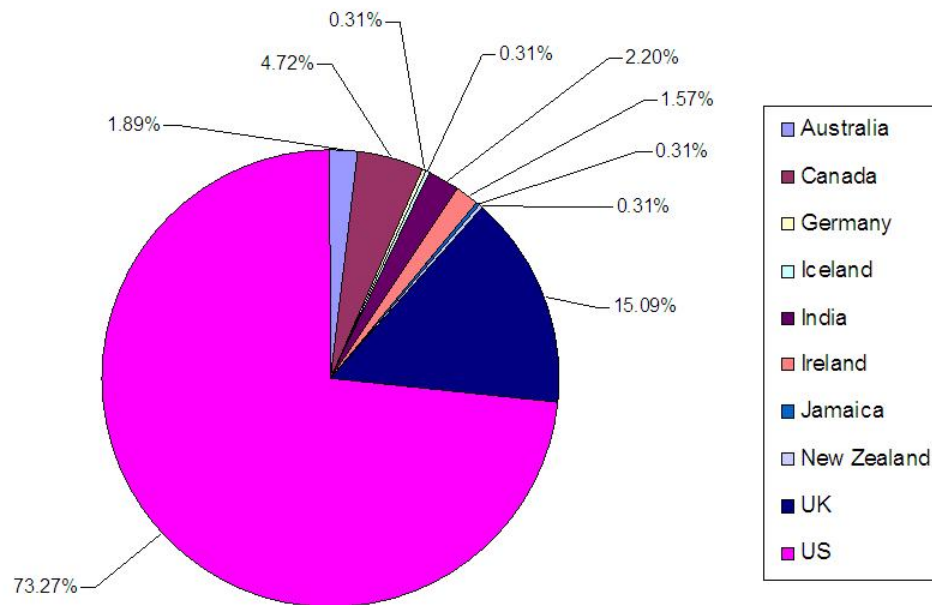
**Call Centers Opened by Country
N=545**



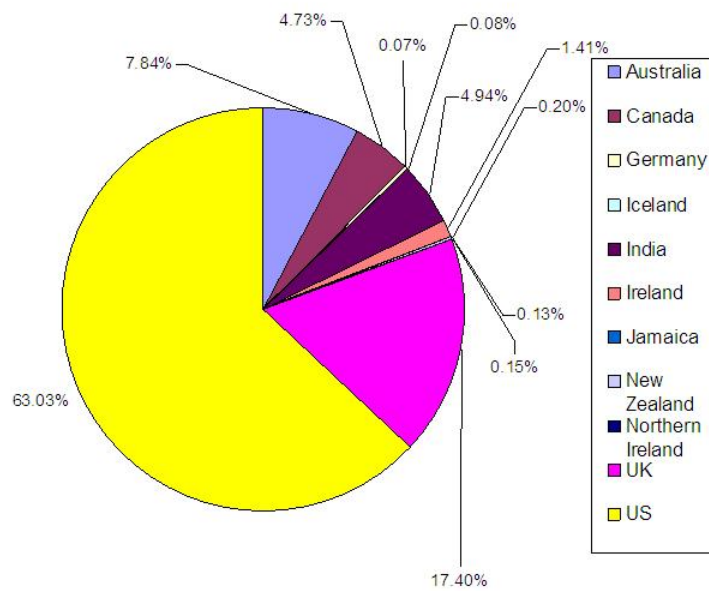
Total Call Center Jobs Gained by Country



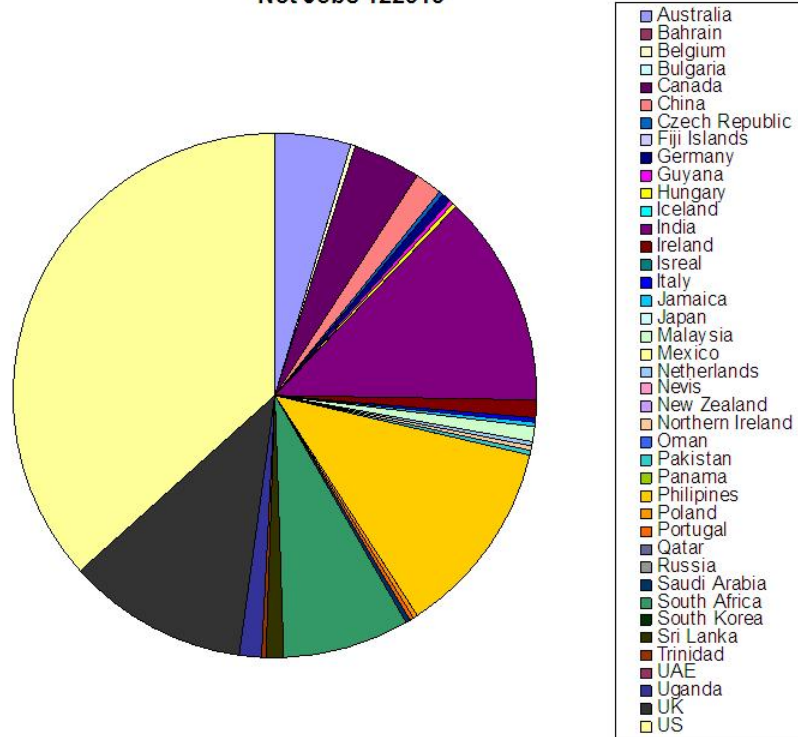
**Call Centers Closed by Country
N=318**



Call Center Jobs Lost by Country



Net Call Center Jobs Loss/Gain by Country
Net Jobs 122313



Data from July 2002-
October 2006

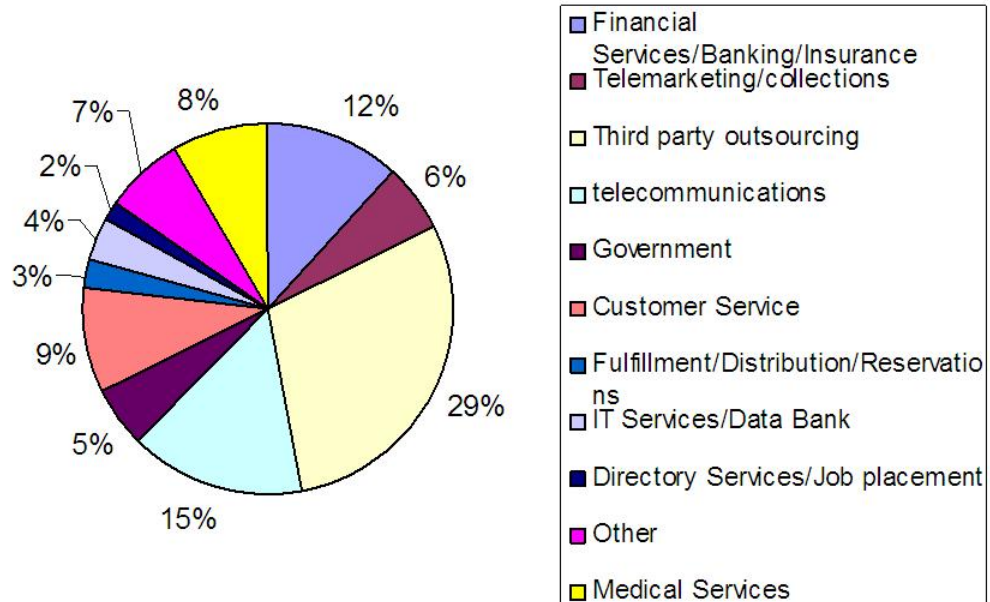
By Country and Industry Sector

Eleven Call Center Industries

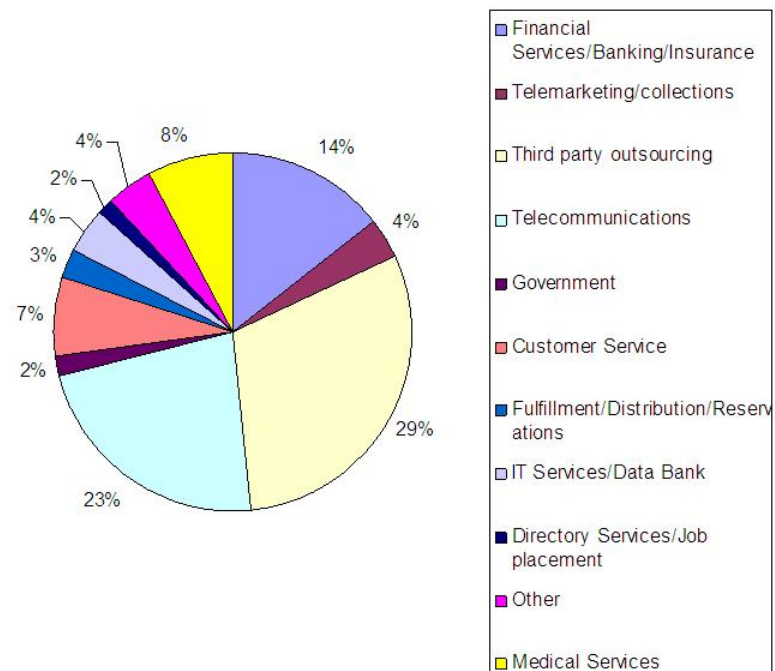
Financial Services/Banking/Insurance
Telemarketing/Collections
Third Party Outsourcing
Telecommunications
Government
Customer Service
Fulfillment/Distribution/Reservations
IT Services/Data Bank
Directory Services/Job placement
Other
Medical Services

United States

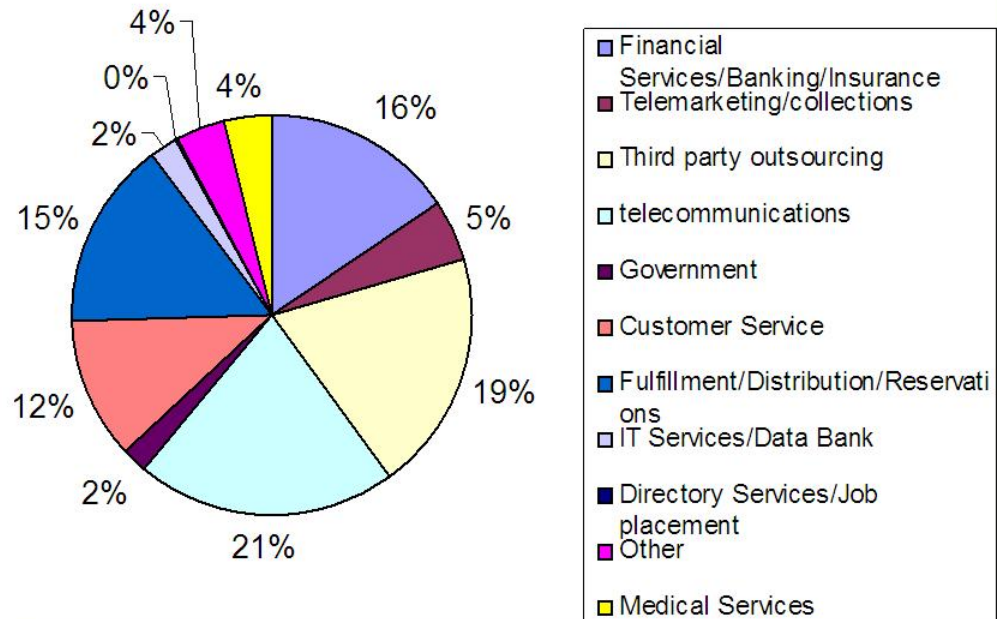
Percent of Call Centers Opened in US by Industry



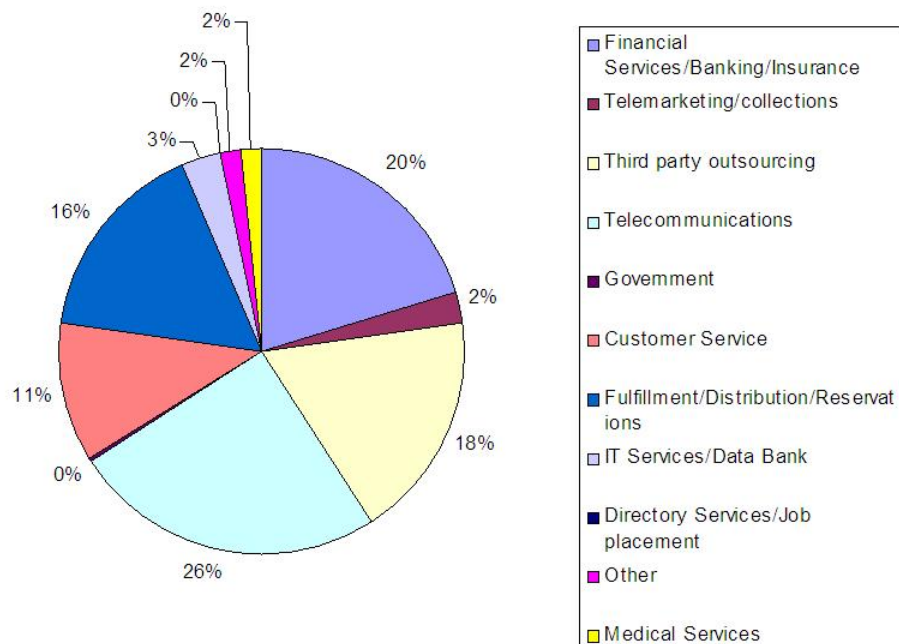
Percent of Call Center Jobs Gained in US by Industry



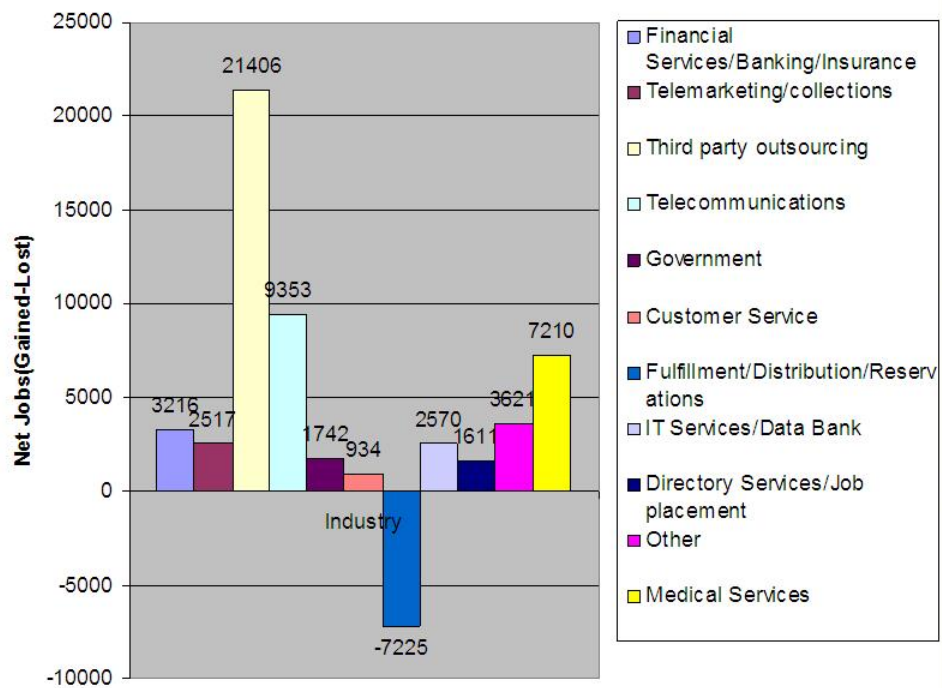
Percent of Call Centers Closed in US by Industry



Percent of Call Center Jobs Lost in US by Industry



Net Call Center Jobs Gained and Lost in US by Industry
net=46955



Thank you for your time.

Questions?